App. F. IX-4

Previous References

1936.
(Medical)

File No. 74-36
Serial Nos. 1-2

Letter References.

GB 69-38-LY3
Med. 59-38, (Rs. 1-12
[redacted]
" Dep. 68/39
" 287-41-1-5
" 293-42 S 1-6

GENERAL AND REVENUE SECRETARIAT.

Med 6-55-108

Serial Nos. 2

Part B for October 36

SUBJECT.

Duties of the Lay Secretary to the three Major Hospitals in Bangalor City

812.

WD 0418—GPB—22,500—29-8-36

To

G. 2430-189-10-36.
The senior Surgeon
The Comptroller

Issues revised rules defining the duties of the Lay Secretary appointed for the Victoria, the Hinto Opht... & Vani Vilas Hospitals Bangalor

GENERAL AND REVENUE SECRETARIAT.

( )

NOTES.

File No. Med 74-36

FILE HEADING

Modified rules to regulate the duties of the Lay Secretary to the 3 Major Hospitals in Bangalore City

FROM

The Senior Surgeon

Letter No. Cc 262-10 Dated 22-9-1936 Received 23-9-36

Diary No. 1580	Enclos.	Spare copies	Serial No.

BRIEF ABSTRACT OF LETTER

Proposes a revised set of rules to regulate the duties of the Lay Secretary, to ensure smooth working among the Board of Medical officers.

NOTES AND ORDERS.

2324

Subd, for orders, with refce

Refce To facilitate refce, the modifications proposed in the new rules have been shown in purple position in the paper flagged - J -

28 SEP. 1936 693

25/9/36 26/9/36.

For orders. The changes may be tentatively accepted.

28.9.36

Secd Member

NOTES—First Sheet

WD 0245—GPB—2,500—23-8-32

1/10/36.

Duties of the Lay Secretary

File No. Med 74 of 1936 (380)

General and Revenue Secretariat

Subt with a Dft for order.

Bdoo 2-10-36 MS

2.x.36

2 OCT. 1936 GENL & REV. SECTT.

No. G. 2430-1 Dated 9/10/36 2

To The Sr. Surgeon at Mysore.

" Comptr. to Govt.

Issues revised rules defining the duties of the Lay Secretary appointed for the Victoria, the Minto Ophthalmic & Vani Vilas Hosps. Bangalore.

Press 8cs. 13/10

13 OCT. 1936 GENL. & REV. SECTT.

Concern

Printed Copies issued from the Press & forwarded.

29/10/36

29-10-36

29 OCT. 1936 GENL. & REV. SECTT.

MYSORE MEDICAL DEPARTMENT

Telephone—**No. 215**

OFFICE OF THE SENIOR SURGEON IN MYSORE,

No. G.C. 262-10
Enc. ~~one~~ 11.

Bangalore, dated the 22-9-1936

GENL. & MIS. BRANCH
1380
23 SEP. 1936
GENL. & REV. SEC.

From

Sastravaidya Pravina

S. SUBBA RAO, Esq., B.A., M.B.C.M., M.R.C.S., (Eng.) L.R.C.P.L., D.P.H.,

Senior Surgeon with the Government of H. H. the Maharaja of Mysore.

To

Med-74-36-1

The General Secretary to the Government of
His Highness the Maharaja of Mysore,
Bangalore.

GENERAL SECTION
23 SEP. 1936
FAIRS

Sir,

With reference to your D.O.No.G.10203/Med. 92-35-34, dated the 16th June 1936, observing, in connection with the working of the Board of Management of the Victoria, Minto Ophthalmic and Vani Vilas Hospitals, that the scheme has not had a fair trial and that it is premature to consider the question of changing the system except perhaps on points of detail, should any arise hereafter, I have the honour to state, that, after the receipt of the instructions contained in your D.O. letter, occasion arose for three monthly meetings of the Board which were held on the 20th July, 17th August and the 3rd September 1936, the last one falling under the category of a "special" meeting. I submit the copies of the proceedings for kind perusal.

2. As will be observed, the main issues that arose and confronted the Board for decision at each one of these meetings have been in connection with one theme, viz., the definition of the subjects of common interest that might legitimately come under the purview of the Board and as a corollary thereof, the fixing of the Secretary's responsibilities as the executive officer of the different hospitals. It is evident therefore that this subject is beset with real practical difficulties which call for reexamination and early solution, if the arrangement already sanctioned has to assume an effective working shape.

3. At the outset, I may explain that the proposals contained in my letter No.C.489 dated the 15th January 1936,and which have been incorporated as an appendix to Government Order No.g.6079-80/Med. 92-35-7, dated the 1st February 1936, have now been disclosed to be defective in some important respects. These proposals were based on the then collective opinion of the Medical Officers of the three hospitals and although they summed up, in an excellent manner, the full scope of the nontechnical work of the 3 Institutions, they failed to demarcate the jurisdiction of the Board sufficiently clearly to prevent overlapping and possible infringement of the freedom of the Heads of Institutions to regulate their resources and requirements to the best purpose. It is regretted that this aspect inadvertently missed attention ~~whi~~ while the original proposals were framed for the acceptance of Government. A glance at the enclosed cutting from the "Hindu" of the 20th August 1936, will show that the lay Secretary proposed for the City Hospitals in Madras is entrusted with regular administrative work, not under the control of a Board, but under that of the Superintendent of the Hospital. It was just such a modified arrangement that was proposed in my letter No.G.C.262 dated the 21st May 1936. Under this arrangement the Board will be a consultative and not an executive body and the Secretary will function as the Executive and Administrative Officer taking orders in respect of the work of each Institution from the Medical Officer concerned. Towards regularising this procedure the following modifications would be necessary in the schedule appended to the Government Order dated the 1st February 1936.-

Para 3. This may be changed thus:

"The Board will meet (1) at the time of the annual tenders and (2) whenever called upon by the Senior Surgeon to do so, to consider and advise upon any subject of common interest to the three instititions. It will be open to each Medical Officer to submit a proposal to the Senior Surgeon to call for a meeting of the Board whenever the Medical Officer considers such meeting is needed."

Para 6 may be deleted and the following substituted.-

"The Secretary will deal with the following under the orders of the Medical Officer of the Institution concerned."

Para 7. The second sentence to be deleted.

Para 8. To be deleted.

Para 9. For the word "work" in the first line substitute "be directly."

Section. B. To be omitted altogether.

4. A revised schedule embodying the above principal modifications with the other appropriate changes called for is submitted for the early consideration and sanction of Government.

I have the honour to be,

Sir,

Your most obedient servant,

S. Subba Rao.

Senior Surgeon.

RULES TO REGULATE THE DUTIES OF THE SECRETARY TO THE VICTORIA, MINTO OPHTHALMIC AND VANI VILAS HOSPITALS, BANGALORE CITY.

A Board of Medical Officers will be created for the three hospitals. The Medical Officers in charge of the three Institutions will form its members.

2. The seniormost Medical Officer of the three will be ex officio Chairman of the Board.

3. There shall be a Secretary to the hospitals who will also be Secretary to the Board.

4. The Board will meet (1) at the time of the Annual tenders for diet articles and (2) whenever called upon by the Senior Surgeon to do so, to consider and advise upon any subject of common interest to the three institutions. It will be open to each Medical Officer to submit a proposal to the Senior Surgeon to call for a meeting of the Board whenever the Medical Officer considers such meeting to be needed. The Secretary will maintain a Minute Book wherein the discussions of the Board and the decisions come to will be recorded.

5. The Secretary will deal with the following under the orders of the Medical Officer of the Institution concerned.-

A Dieting.-

i. Notifications and tenders.
ii. Contractors, Stores, indents and supplies.
iii. Receipt of diet articles, cooking and distribution of food.
iv. Supervision of milking.
v. Maintenance of diet registers, accounts, bills and payments.
vi. Coolies and other kitchen servants.
vii. Buying and maintaining in good repair all kitchen utensils, crockery, etc.

N.B. All food supplies will be daily inspected by one of the three Resident Medical Officers by rotation every month.

B. Linen.

i. Dhobies and other laundry servants.
ii. Laundering.
iii. Tenders for and supplies of hospital and servants' linen.

B.B. Linen of each hospital will be separate and under the control of the Matron and the Linen Clerk of each Institution.

C.Lighting and Electric Power.-

i. Indenting for and maintaining stock of electric bulbs, and other materials.
ii. Electric bulbs and accounts, correspondence and repairs.
iii. Telephones and heaters.
iv. Electrician.

D.Furniture.

i. Maintenance of stock and repairs.
ii. Tenders and bills.

E.Building and premises.-

i. Annual repairs and petty periodical repairs.
ii. Staff quarters.

F. Sanitation.

i. Drains and sewers.
ii. Incinerators.
iii. Disinfection of clothes.
iv. Mortuary.

G. Records, Accounts and Cash.

i. Preparation of salary and allowance bills and disbursements.
ii. Service Registers.
iii. Stock registers of furniture, crockery, etc.
iv. Correspondence registers.
v. Hospital dues, their recovery and remittance to the Treasury.
vi. Money registers.

6. The Secretary will be in direct executive charge of all the duties above mentioned and will deal with bills and accounts directly with the authorities concerned. The following staff will be directly under the Secretary's control.-

i. All Cooks and kitchen servants.
ii. Dhobies.
iii. Electrician.
iv. Stewards.
v. Accountants.
vi. Some clerks.
vii. A few peons and sweepers.

"Proposed Rules."

S. Subba Rao
Senior Surgeon.

G. R. S. App. F VI—G 2]

SUBJECT .....

.....

.....

Diary. No. of letter replied to 1380

Section med

File No. 74-36

Serial No. 2

General and Revenue Secretariat

( )

the *193*

Proceedings of the Government of His Highness the Maharaja of Mysore.

Date of issue 9.6.1936.

Signed by Dr. Mhen
Hay S

Read— G.O. No G 6079-80 Med 92-35-7 d 1-2-1936 issuing order defining the duties of the Lay Secretary appointed for the three principal Hospitals in Bangalore City, viz the Victoria, the Medl. Opthalmic & the Vanivilas Hospitals.

2. Correspondence ending with Letter No G C 262-10 dated

Order thereon. No. 22-9-1936 from the Sr Surgeon / Secretary for the approval of a revised set of rules ~~to regulate the~~ duties of the Secretary to the 3 Hospitals ~~and to state~~

Order

The Sr Surgeon states that the actual working of the rules ~~that~~ in the experience of the ~~actual~~ some amendments are found necessary &

May this be—

(i) printed?

(ii) treated as a standing order?

(iii) published in the Gazette, English Part?

(iv) translated?

(v) placed at the disposal of the press?

(vi) published in the Gazette, Kannada Part?

rules [illegible] defining the duties of the Secty, approved in Govt order d 1-2-1936 repd to above, have been found to be defective in certain important respects, and have failed to demarcate the jurisdiction of the Board clearly, to prevent overlapping + possible infringement of the freedom of the Head of the Medical Institutions to regulate their resources and requirements to the best purpose.

To remedy this defect, the Secty is proposed to be entrusted with regular administrative work, not under the Control of a Board but under the Govt

To remedy this defect, the Board shd be a consultative and not an Executive Body, the Secty functioning as the Executive and the administrative Officer taking order in respect of the work of each institution from the Medical Officer concerned.

In this view, he has proposed for appd a revised set of rules to regulate the duties of Secty

Govt are pleased to accept the changes proposed tentatively. The revised rules as appd are appended as an Appendix to this order

order thereon :- 2430-H.

Govt are pleased to approve of the proposed rules tentatively

Govt Secy

List of Enclosure

Copied by

Examined by

The Secty

WD 03602—GPB—22,500—12-7-25

To the Sr Surgeon
& Comptroller

PROCEEDINGS OF THE GOVERNMENT OF HIS HIGHNESS
THE MAHARAJA OF MYSORE

Read:-

Government Order No.G.6079-80/Med.92-35-7 dated 1st February 1936, issuing orders defining the duties of the Lay Secretary appointed for the three principal Hospitals in Bangalore City viz., the Victoria, the Minto Ophthalmic and the Vani Vilas Hospitals.

2. Correspondence ending with letter No.G.C.262-20 dated 22nd September 1936, from the Senior Surgeon stating that in the actual experience of working of the rules some amendments are found necessary and submitting for the approval of Government a revised set of rules therefor.

- - - - - - - -

ORDER NO: G 2430-1 Med 74-36-2

Dated, Bangalore, the 3rd October 1936.

Government are pleased to approve of the proposed revised rules tentatively.

For General Secretary to Government.

To

The Senior Surgeon in Mysore.

" Comptroller to Government.

S.R.4/Enc.5

RULES TO REGULATE THE DUTIES OF THE SECRETARY TO THE VICTORIA, MINTO OPHTHALMIC AND VANI VILAS HOSPITALS, BANGALORE CITY.

A Board of Medical Officers will be created for the three hospitals. The Medical Officers in charge of the three Institutions will form its members.

2. The seniormost Medical Officer of the three will be ex officio Chairman of the Board.

3. There shall be a Secretary to the hospitals who will also be Secretary to the Board.

4. The Board will meet (1) at the time of the Annual tenders for diet articles and (2) whenever called upon by the Senior Surgeon to do so, to consider and advise upon any subject of common interest to the three institutions. It will be open to each Medical Officer to submit a proposal to the Senior Surgeon to call for a meeting of the Board whenever the Medical Officer considers such meeting to be needed. The Secretary will maintain a Minute Book wherein the discussions of the Board and the decisions come to will be recorded.

5. The Secretary will deal with the following under the orders of the Medical Officer of the Institution concerned.

A Dieting:

i. Notifications and tenders.
ii. Contractors, Stores, indents and supplies.
iii. Receipt of diet articles, cooking and distribution of food.
iv. Supervision of milking.
v. Maintenance of diet, registers, accounts, bills and payments.
vi. Coolies and other kitchen servants.
vii. Buying and maintaining in good repair all kitchen utensils, crockery, etc.

N.B.- All food supplies will be daily inspected by one of the three Resident Medical Officers by rotation every month.

B. Linen:

i. Dhobies and other laundry servants.
ii. Laundering.
iii. Tenders for and supplies of hospital and servants' linen

N.B.- Linen of each hospital will be separate and under the control of the Matron and the Linen Clerk of each Institution.

C. Lighting and Electric Power:

i. Indenting for and maintaining stock of electric bulbs and other materials.
ii. Electric bulbs and accounts, correspondence and repairs.
iii. Telephones and heaters.
iv. Electrician.

D. Furniture:

i. Maintenance of stock and repairs.
ii. Tenders and bills.

E. Building and premises:

i. Annual repairs and petty periodical repairs.
ii. Staff quarters.

F. Sanitation:

i. Drains and sewers.
ii. Incinerators.
iii. Disinfection of clothes.
iv. Mortuary.

G. Records, Accounts and Cash:

i. Preparation of salary and allowance bills and disbursements.
ii. Service Registers.
iii. Stock registers of furniture, crockery etc.
iv. Correspondence registers.
v. Hospital dues, their recovery and remittance to the Treasury.
vi. Money registers.

6. The Secretary will be in direct executive charge of all the duties above mentioned and will deal with bills and accounts directly with the authorities concerned. The following staff will be directly under the Secretary's control:-

i. All Cooks and Kitchen servants.
ii. Dhobies.
iii. Electrician.
iv. Stewards.
v. Accountant.
vi. Some clerks.
vii. A few peons and sweepers.

- - - - - - - - - - -

M M C Sri Ranjachar

for General Secretary to Government.

S.R.5.

S. O.

Government of his highness the Maharaja of Mysore.

GENERAL AND REVENUE DEPARTMENTS.

G. O. No. G. 2430-1—Med. 74-36-2, dated 3rd—9th October 1936.

Lay Secretary.

Issues revised rules defining the duties of the —— appointed for the Victoria, the Minto Ophthalmic and the Vani Vilas Hospitals, Bangalore.

READ—

Government Order No. G. 6079-80—Med. 92-35-7, dated 1st February 1936, issuing orders defining the duties of the Lay Secretary appointed for the three principal Hospitals in Bangalore City, *viz.*, the Victoria, the Minto Ophthalmic and the Vani Vilas Hospitals

2. Correspondence ending with letter No. G. C. 262-10, dated 22nd September 1936, from the Senior Surgeon, stating that in the actual experience of working of the rules some amendments are found necessary and submitting for the approval of Government a revised set of rules therefor.

ORDER No. G. 2430-1—MED. 74-36-2, DATED BANGALORE, THE 3RD—9TH OCTOBER 1936.

Government are pleased to approve of the proposed revised rules tentatively.

Sri C Srinivasachar

For Secretary to Government,
General Departments.

To—The Senior Surgeon in Mysore.
The Comptroller to Government.

Exd.—C. K.

ANNEXURE.

RULES TO REGULATE THE DUTIES OF THE SECRETARY TO THE VICTORIA, MINTO OPHTHALMIC AND VANI VILAS HOSPITALS, BANGALORE CITY.

A Board of Medical Officers will be created for the three Hospitals. The Medical Officers in charge of the three Institutions will form its members

2. The seniormost Medical Officer of the three will be *Ex-officio* Chairman of the Board.

3. There shall be a Secretary to the Hospitals who will also be Secretary to the Board.

4. The Board will meet (1) at the time of the annual tenders for diet articles, and (2) whenever called upon by the Senior Surgeon to do so, to consider and advise upon any subject of common interest to the three Institutions. It will be open to each Medical Officer to submit a proposal to the Senior Surgeon to call for a meeting of the Board whenever the Medical Officer considers such meeting to be needed. The Secretary will maintain a Minute Book wherein the discussions of the Board and the decisions come to will be recorded.

5. The Secretary will deal with the following under the orders of the Medical Officer of the Institution concerned :—

A. Dieting.—

(*i*) Notifications and tenders.
(*ii*) Contractors, stores, indents and supplies.
(*iii*) Receipt of diet articles, cooking and distribution of food.
(*iv*) Supervision of milking.
(*v*) Maintenance of diet, registers, accounts, bills and payments.
(*vi*) Coolies and other kitchen servants.
(*vii*) Buying and maintaining in good repair all kitchen utensils, crockery, etc.

N.B.—All food supplies will be daily inspected by one of the three Resident Medical Officers by rotation every month.

B. Linen.—

(*i*) Dhobies and other laundry servants.
(*ii*) Laundering.
(*iii*) Tenders for and supplies of hospital and servants' linen.

N.B.—Linen of each hospital will be separate and under the control of the Matron and the Linen Clerk of each Institution.

C. Lighting and Electric Power.—

(*i*) Indenting for and maintaining stock of electric bulbs and other materials.
(*ii*) Electric bulbs and accounts, correspondence and repairs.
(*iii*) Telephones and heaters.
(*iv*) Electrician.

D. Furniture.—

(*i*) Maintenance of stock and repairs.
(*ii*) Tenders and bills.

E. Building and Premises.—

(*i*) Annual repairs and petty periodical repairs.
(*ii*) Staff quarters.

F. Sanitation.—

(*i*) Drains and sewers.
(*ii*) Incinerators.
(*iii*) Disinfection of clothes.
(*iv*) Mortuary

G. Records, Accounts and Cash.—

(*i*) Preparation of salary and allowance bills and disbursements.
(*ii*) Service Registers.
(*iii*) Stock Registers of furniture, crockery, etc.
(*iv*) Correspondence Registers.
(*v*) Hospital dues, their recovery and remittance to the Treasury.
(*vi*) Money Registers.

6. The Secretary will be in direct executive charge of all the duties above-mentioned and will deal with bills and accounts directly with the authorities concerned. The following staff will be directly under the Secretary's control:—

(*i*) All cooks and kitchen servants.
(*ii*) Dhobies.
(*iii*) Electrician.
(*iv*) Stewards.
(*v*) Accountants.
(*vi*) Some clerks.
(*vii*) A few peons and sweepers.

WD 622—GPB—328—27-10-36.

Proceedings of the Special meeting of the Board of Management of the Victoria, Vani Vilas and Minto Ophthalmic Hospitals, Bangalore, held on Thursday the 3rd September 1936, at 4-30 P.M. in the Minto Ophthalmic Hospital, Bangalore.

- - - - -

Present : -

(1) Dr.B.K. Narayana Rao,B.A.,M.B.C.M.,M.R.C.S.,D.P.H.,D.P.H.,
President.

(2) Dr. B. Nanjappa, M.B.C.M.,
Member.

(3) Dr.(Miss) M.C.Albuquerque,L.R.C.P.,M.R.C.S.,L.M.,
Member.

By the Medical Officer, Victoria Hospital;-

(1) Discussion about the nature of subjects of common interest to the three Hospitals and which are to come within the Board's perview and the Secretary's responsibilities as the Executive Officer of the different Hospitals.

(a) The suggestion of the Medical Officer, Victoria Hospital, namely, that above the clause " B Linen " in the present Govt.Order, the following para that is :- " The Secretary will deal with the following independently in consultation with the respective Medical Officer in charge of each institution " may be introduced, was considered.

The Medical Officer, Vani Vilas Hospital, is agreeable to this suggestion.

The Medical Officer, Minto Ophthalmic Hospital is not agreeable to this proposal.

Medical Officer, Victoria Hospital, } in favour of the above
Medical Officer, Vani Vilas Hospital. }

Superintendent, Minto Ophthalmic Hospital } not in favour.

(b)

(1) The suggestion of the Medical Officer, Minto Ophthalmic Hospital, namely " that the Secretary be entirely independent of all the Medical Officers and be directly subordinate to the Senior Surgeon " was considered.

The Medical Officer, Vani Vilas Hospital, is agreeable to this proposal if the above proposal (a) of the Medical Officer,

Victoria Hospital, is not accepted.

The Medical Officer, Victoria Hospital is not agreeable to this.

Superintendent, Minto Ophthalmic Hospital, } in favour.
Medical Officer, Vani Vilas Hospital. }

Medical Officer, Victoria Hospital. } not in favour.

(2) As at present, the Secretary should be responsible to a Committee or Board which includes all the three Medical Officers and not to three Officers individually.

Superintendent, Minto Ophthalmic Hospital. } in favour.
Medical Officer, Victoria Hospital }
Medical Officer, Vani Vilas Hospital. } not in favour.

(C) The proposal of the Medical Officer, Vani Vilas Hospital, namely " making the Senior Surgeon the President of the Board " was considered.

Both the Medical Officers of the Victoria and Minto Ophthalmic Hospitals are not agreeable to this proposal.

Superintendent, Minto Ophthalmic Hospital, } not in favour.
Medical Officer, Victoria Hospital. }

Medical Officer, Vani Vilas Hospital. } in favour.

II. <u>By the Medical Officer, Vani Vilas Hospital.</u>

As the three members of the Board are interested parties, to request the Government to appoint a fourth member, preferably a non-Medical man.

The proposer wishes it to be postponed without discussion for two months. Agreed.

III Notifications regarding tenders for the supply of milk and diet articles to the three Hospitals for the year 1937.

Resolved that tenders for the supply of milk, and diet and other articles be called for, received and opened by the Secretary, at his office, in the Victoria Hospital buildings and placed before the Board after making necessary tabulations.

Sd. B.K. Narayana Rao.

<u>P R E S I D E N T.</u>

" C O P Y "

P R E S I D E N T,
BOARD OF MANAGEMENT OF VICTORIA,
MINTO & VANI VILAS HOSPITALS.

Observations of the Superintendent, Minto Hospital on the
ns of suggestions to the Board by the I.O., Victoria Hospital
dated received on 22-8-36

....

The I.O. Victoria Hospital in brief states as follows:-

1. The new scheme has proved its value even in the short period of its existence by increasing efficiency and giving better service all round.

2. Experience has shown that "some slight alterations in matters of detail" are necessary because -

a. "Many unnecessary items of work which can be conveniently entrusted to the Secretary are thrown on the Board."

b. "Every matter, even the minutest, such as about an electric light, a drain, repairs to furniture etc., etc.," has to be brought before the Board and the Secretary has to receive orders of the Board.

c. Several hours are spent on discussions on some trivial subjects".

3. To remedy this he suggests -

a. The Board concern itself only with item A i.e. Dieting and be relieved of all responsibility in regard to all the other main items in G.O.No. dated

b. That the Secretary be an independent officer. He may be made directly responsible to the I.O., of each institution in the execution of those routine duties".

My observations on the above points are the following:-

1. I entirely agree with the I.O., V.H., that the scheme has proved its worth and value to all concerned.

2. (a & b) In my thinking there is no ambiguity in the existing Government order and there is no reason or need to read into it such obvious as that suggested namely that it requires the Board to consider and issue orders to the Secretary in regard to every little detail as "repair of furniture" or "an electric light etc., etc." I am surprised at this novel interpretation now after eight months working - during the whole of which period not a single instance has occurred when the Board has either considered such details or issued orders to the Secretary regarding them.

such

The second remedy he suggests namely that the secretary be made independent officer and further that he "may be made directly responsible to the M.O., of each hospital in the execution of the routine duties" is unnecessary and appears to me to contradict in terms. Before this new system was introduced each M.O. was directly responsible to all those who came properly under him in his own hospital and was responsible to the senior surgeon for correct administration. A group of these duties were removed by the C.M.O. from the direct administrations of these 3 medical officers who were vested in the new post of secretary. There were 3 courses open regarding to whom the secretary was to be made responsible as regards who should be his immediate higher authority. It was decided never even made independent of all the 3 medical officers he was subordinate to the head of the department in which he worked in any way or be made responsible directly to the C.M.O. of the institution (as it is at present the case in there (Central) the latter course would have meant to M.S. secretaries (as there is in the present hospital) and this certainly unfitted and the former rejected them. In the case of the examination of cases in a much bigger than all our 3 hospitals put together there is a specific person above the secretary but here we still not reasonably expect to have 3 secretaries to the requirements now and it would be to have 3 supervising officers for one secretary and so a person constituted for the sole function of more general supervision was all the more necessary in the first 2 or 3 years of a new experiment and in the absence of a specially trained and experienced officer for this new type of work

In the light of the above it is obvious how the secretary cannot be "independent" and at the same time "responsible to every one of 3 M.O's". I believe it is a basic principle of good administration that there should be some definite person or body of persons to whom any officer should be definitely responsible for his work. According to unknown orders the secretary should be given and is to be given a free hand in regard to most of the non-medical

non professional services and he is responsible to a properly constituted body - namely the Board. According to the suggestion of M.O. V.H., - he will have to be responsible to the Board for one item of his work (Diets) and be responsible to 3 different individual M.O's for numerous other items of work. When we re that "to be responsible" to an officer or to a Board implies possibilities of accusation, correction and perhaps even of condemnation, we can readily understand how any officer - let alone a gazetted assistant commissioner of high education - would justly consider it a misfortune to be "responsible" to four different persons. In my opinion such a state of things would not promote either discipline or efficiency.

Further the M.O., V.H., suggests that the Board should be deprived of all its present powers except that on Diets. The original idea was to relegate even more non-professional functions of M.O's than at present to the Board for general supervision and the Secretary for direct working. Such in fact has been the trend - we are calling for tenders for washing linen for all 3 hospitals, are going to have a central kitchen, perhaps a central laundry and probably in the future action stored of sorts. So we also think this desirable may mean efficiency and better service and eventually economy. To revert to the original state of things and add to it the now suggested unworkable complicated system of "being responsible" to numerous individuals - looks in my opinion to exactly the reverse.

In conclusion I wish to state -

(1) I agree that the present system has worked well till now.

(2) that the spirit of the existing S.O., according to my understanding is that the Board is not expected to discuss trivial details and issue instructions to the Secretary. This spirit has been observed up to date.

(3) that the Secretary should be either (1) entirely independent of all the medical officers and be directly subordinate to the Senior Surgeon or (2) as at present he should be responsible to a Committee or Board which includes all the 3 medical officers and not

to three

to three officers individually.

All aspects considered the present arrangement of Secretary being responsible to the Board appears to me to be the best under our present circumstances for the time being till the scheme has worked a little longer.

I may observe that the changes suggested appear to me not in the nature of "slight alterations in detail" but a whole-sale turn down of the scheme and repudiation of its essential features.

(Herewith is enclosed copy of a recent news paper cutting regarding Airmen arrangements which is of interest)

A Brief Note regarding the small alterations suggested, on ~~xxxx~~ points of detail, to the Government Order defining the duties of the Secretary and the Board of Management without affecting the general principles enunciated.

%%%%%%

A scheme for the unification of common services to the three Hospitals was introduced from 1-1-1936 and the main objects in introducing the scheme were to improve the efficiency of the non-professional services of the Hospitals, to effect economies by combination of certain items and to indirectly improve the professional services rendered to the Public. The scheme has been working for some time past and from the experience gained so far, the result has been satisfactory.

A Lay Secretary of the status of an Assistant Commissioner has been appointed and he has been entrusted to look after the nonprofessional services of the three Hospitals. The appointment of a whole-time special officer to attend to these duties has certainly resulted in increased efficiency and it is also quite possible to effect, at no distant future, certain economies as a result of combination of certain items and unification of common services.

Besides, this scheme has conduced, though indirectly, to the improved efficiency of the professional services as well, by relieving the Medical Officers of their duties of detailed supervision over matters of a routine nature such as calling for tenders, supervision of correspondence and signing of bills and vouchers, etc., This much-needed relief to the Medical Officers has certainly enabled them to devote their entire time and undivided attention to ~~xxxx~~ their professional work. One cannot deny the many direct and indirect advantages that accrue from this scheme both to the public and to the Institutions concerned.

This scheme is in operation for some months ~~xxx~~ past and the experience gained from the working of this scheme has rendered

necessary

necessary some slight alterations in matters of detail to the existing order. According to the present order, the Secretary is not given any independent powers. Many un-necessary routine items of work which can be conveniently entrsuted to the Secretary without in any way impairing their efficiency, are now thrown upon the Board of Medical Officers who are required to discuss these subjects in their meetings. Several hours are spent on discussions of small subjects and most often, no decisions are arrived at. The deliberations of the committee will be much facilitated and time also gained by delegating these routine items to the Secretary himself.

As things stand at present and according to the existing arrangement, every matter, - even the minutest, such as, about an electric light, a drain, a dhoby or disinfection of clothes, repairs to furniture, etc., has to be brought before the Board and the Secretary has to receive orders from the Board. Three Officers instead of one have to sit in judgment over these minor routine matters. This is, in my opinion, absolutely un-necessary. These routine matters are of a speccial nature particular to each institution and as such do not appear to be such subjects as would merit discussion in a common assembly when it does not directly affect all the institutions put together.

The Secretary that has been appointed is a Gazetted Officer of an Assistant Commissioner's status and he can certainly be expected to manage himself all the items from B to G contained in the Government order. The Secretary may be given such powers as are necessary for carrying out these items as is done in Bombay where alone a Lay Secretary is working with success. In other places like Madras and Calcutta, this system has not been introduced (copy of Bombay rules is herein appended for information). Of course, the Secretary will act in conformity with the views of the Medical Officer of each institution and in cases of necessity, he will consult him and act up to his advice.

The Secretary may be made directly responsible to the Medical Officer of each institution in execution of these routine duties.

The

The Board may, instead of being un-necessarily saddled with the responsibility of dealing with minor matters, confine itself to such matters as are ~~xxxxxx~~ of common interest or to such subjects under services and supplies wherein unification may be easily adopted so as to improve efficiency under these heads and effect judicious economy. This alteration in detail in the scheme that has been formulated will avoid probable points of friction and divided responsibility. Such a proceedure is calculated to secure results without affecting the individual responsibility of officers in charge of particular institution for running them efficiently.

If the alteration suggested is approved by the Committee, then I may be permitted to suggest that above the clause "B Linen" in the present Government order, the following para may be introduced.

" The Secretary will deal with the ~~xxxxxx~~ following independently in consultation with the respective Medical Officer in charge of each institution".

Bhaminappa

MEDICAL OFFICER,
Victoria Hospital,
Bangalore.

Mkm.

N.B:- Since the writing of this note, it is learnt from "The Hindu" of the 20th. August, that the Government of Madras are contemplating the permanent appointment of a lay secretary for the City Hospitals, Madras, and that the Secretary is expected to work under the control of the Superintendent of the Hospital and to be in charge of the non-technical organisation of the Hospital.

Observation of the Medical Officer, Vani Vilas Hospital on

(a) memo of suggestions to the Board by the Medical Officer Victoria Hospital.

(b) Memo of dessention to the Board by the Superintendent Minto Hospital.

The memo of Medical Officer Victoria Hospital in brief is as follows:-

1. That the Board should deal only with the matters of common interest of the 3 hospitals.

2. The lay Secretary to deal with all minor items that are definitely peculiar to each institution in consultation with the Medical Officer of that institution.

His proposal therefore is :-

(A) : The Secretary will deal with the following independently in consultation with the respective Medical Officer incharge of each institution.

The Superintendent Minto Hospital puts an amendment as follows :-

(B) The Secretary should be entirely independent of all the Medi Officers and be directly subordinate to the Senior Surgeon.

or

(C) As at present he should be responsible to a Committee or Bo which includes all the three Medical Officers and and not to three Officers individually.

My observations on the above points are as follows:-

1. Proposal A is good and from our 8 months experience workable to the real advantage of all three hospitals.

Proposal B A scheme that is working satisfacterily for many years in Bomba should also work satisfactorily here.

Proposal C This is the arrangement that is now being tried here and nowhe in India or abroad is there such a scheme. We have tried it for 8 months and find it unworkable.

The Secretary working under a Board meets the Medical Officer only once a month. At least in the early stage the Secretary must learn the demands peculiar to each institution and therefo should meet and consult the Medical Officer frequently.

I suggest that

(a) Proposal A and B be put to the vote at the meeting and if no satisfactory agreement is arrived at then then

(b) A request should be made that the Senior Surgeon be made the President of the Board.

My observations on the memo of the Superintendent Minto Hospital are as follows

It seems to me that the Superintendent Minto Hospital made his suggestions and criticisms under a misunderstanding of the spirit in which the Medical Officer Victoria Hospital's suggestions have been made. I have endeavoured to show this below by putting the gist of criticisms of each Medical Officer side by side for immediate reference.

Memo Superintendent Minto Hospital.	Memo Medical Officer Victoria Hospital.	Memo Medical Officer Vani Vilas Hospital.
Page 1. 3 (a) To remedy this he suggests (a) The board concern itself only to item A.	The Board may confine itself to such matters as are of common interest.	I agree with the formula given by the Medical Officer Victoria Hospital who has said exactly what was meant. The Superintendent Minto Hospital's version is incorrect. See memo Medical Officer Victoria Hospital page 3.

Superintendent Minto Hospital.	Medical Officer Vani Vilas Hospital.
Page 1. 2 (a b) To my thinking there is no ambiguity in the existing Government Order and there is no reason or need to read into it such obvious mistakes as that suggested etc.,	There certainly is no ambiguity in the existing Government Order which read as follows :- " The Board will deal with the following:- (a) (b) (c) (d) (e) (f) (g) The Medical Officer Victoria Hospital has read it as such where as the Superintendent Minto Hospital denies this, but if you read the Government order again it

Superintendent Minto Hospital.	Medical Officer Vani Vilas Hospital.
	it will be seen that its comprehensiveness leaves no room for doubt that the Medical Officer Victoria Hospital is right.
Page 1. 2 (a b) I am surprised at this novel intepretation now after 8 months working.	Because item (e) to (g) have not yet been discussed by the Board during the 8 months of its working, it does not mean that details of those items will not come up for discussion here after, hence the interpretation of Medical Officer Victoria Hospital in my opinion is not novel.
Page 1. 2 (a b) During the whole of which period not a single instance has occured when the Board has either considered such details or issued orders to the Secretary regarding them.	Incorrect. See minutes of meeting 20-3-36, regarding tenders of clothing for Children's Hospital which was discussed at the meeting thereby delaying the urgently wanted clothes for 10 days. See minutes of meeting 30-5-36, regarding washing of linen Vani Vilas Hospital not of common interest yet discussed.
Page 2. 1st. Para. And in the ordinary interpretation of Government Orders can only mean one thing namely that the Secretary is the chief executive Officer to deal with all these things on his own discretion keeping in mind any general policy (if there be) enunciated by the Board.	I think originally this is exactly what was aimed at but it is not so said in the existing Government Order. To my mind I think it is a safe practise to ask the interpretation of a Government Order in case of divided opinion and not insist on any one person's view being carried out.
Page 2. (b) Copies of which (proceedings) are furnished to every one of the 3 Medical Officers and also to the Senior Surgeon.	The minute books starts from 14-2-36. No minute book kept before that date ; even in so short a time it is not possible to tell from the present minute book

MAXIMA BOND
MADE IN NORWAY

Superintendent Minto Hospital.	Medical Officer Vani Vilas Hospital.
	who proposed or who dissented. It was for this reason I suggested that full minutes should be kept and the meeting conducted in a business like manner ; e.g. The Superintendent Minto Hospital post - poned an important subject during two meetings and now makes a grievance of it.
Page 3.	
Or he could be made directly subordinate to the head of the institution as is at present the case in Madras (General Hospital) The latter course commended itself to the committee.	There has been no lay Secretary to the General Hospital in Madras since March.
	Incorrect - as the Madras tentative scheme was not reported on by the papers at that time.
	The Superintendent Minto Hospital does not know what is happening in Madras. He has taken his views from an article in the Hindu 20-8-36 and is not official.
Page. 3.	
This was all the more necessary in the first 2 or 3 Years of a new experiment and in the absence of a Specially trained and experienced officer for this new type of work.	If it takes 2 or 3 Years for a scheme to work up it must be very complicated where as there was no scheme here at all. Till now the non-professional work of hospitals was carried on by their Stewards under supervision of the Medical Officers. It was felt that the supervision could be entrusted to a lay Secretary who in my opinion could have got to know the working of hospitals better by consulting each Medical Officer peculiar to that institution instead of making it confusing for him to take his orders from a Board that meets only once a month.

MAXIMA BOND
MADE IN NORWAY

Superintendent Minto Hospital. | Medical Officer Vani Vilas Hospital.

Page. 4.

According to the suggestions of the Medical Officer Victoria Hospital he will have to be responsible to the Board for one item of work (diet) and be responsible to 3 different individual Medical Officers for numerous other items. When we remember that to be responsible to an officer Board implies condemnation, correction or even condemnation we can readily understand how any officer let alone a Gazetted Assistant Commissioner of high Education would justly consider it a misfortune to be responsible to four agencies.

In my opinion such a state of things would not promote either discipline or efficiency.

The Deputy Commissioners have to be responsible to Law. Excise and Income-Tax, Police Registeration, and Revenue Commissioners. The work of these departments are totally varied. A man chosen from the Assistant Commissioners grade should therefore not feel it a misfortune to be responsible to three Medical Officers. The work though peculiar to each institution in a hospital is not so varied as in the Deputy Commissioners Office. I feel that the point raised by the Superintendent Minto Hospital is unduly strained.

Page 4.

The original idea was to regulate even more non professional functions of Medical Officers than at present to the Board for general Supervision and Secretary for general working. Such in fact has been the trend.

We are calling for tenders for washing linen for all 3 hospitals.

After all these pages we have come to the begining. This is eactly what the Medical Officer Victoria Hospital feels; the Medical Officer instead of being relieved of geheral supervision of his own hospital has now to be responsible for general supervision of 3 hospitals.

Just what we are not doing.
It was decided that one man cannot tender for the three hospitals on the ground that linen of Victoria Hospital and linen of Vani Vilas Hospital cannot be washed outside without supervision e.g. linen of a tetanus case of Victoria Hospital washed

Superintendent Minto Hospital.	Medical Officer Vani Vilas Hospital.
	Washed with linen of Vani Vilas Hospital would be dangerous.
We are going to have a common kitchen, Perhaps a common laundry and and probably in the future common stores of sorts.	Here agin we come to the begining of the discussion. According to the Superintendent Minto Hospital A common kitchen, a common laundary and a common stores of sorts are the only items of common interest-ruling out common laundary and common stores of sorts which may take many Years to complish - there remains only the Common kitchen - with which this argument started and which the Superintendent Minto Hospital objected to. (What is common stores of sorts too vague not understood.)

I wish to put before the Committee that the arragements now in force are new and if from the experience mistakes have been discovered members should not hesitate to point out for ammending without feeling that they are open to criticism for having made them. It is not possible to prepare a cut and dried new scheme that will be entirely free from faults. The real mistakes lies in not rectifying them for the benefit of the Institution concerned :-

In conclusion I wish to state :-

1. I agree that the appointment of the Secretary has been of value in saving the Medical Officers of much worry and time that should be given to professional work.
2. That items of common interest only should be discussed by the Board.
3. That owing to two sentences in wrong places a scheme which is good has become unworkable.
4. I feel the Board has not done any good work. In fact it has hindered the work of the Secretary.

See Minutes for work done attached next page.

I request the Senior Surgeon in the interest of the 3 Institutions to accept

either (a) Proposal A. of Dr. Nanjappa

Or

(b) Proposal of Dr. Narayana Rao, marked B. in this letter

Or

(c) My proposal to request the Senior Surgeon to be President of the Board.

H. D'Almeida
Vani Vilas Hospital
30.8.36

FROM MINUTES BOOKS OF THE BOARD OF MANAGEMENT.

1st. Meeting 14th. February 1936.

(a) Placed a few servants and Office Staff under the Secretary.
(b) Given the Secretary control over the Staff.

2nd. Meeting 20th. March 1936.

(a) Regarding Tenders of Bedding & Clothing to the Children's Hospital.
(b) Asking for additional Staff to the Vanivilas Hospita

3rd. Meeting 29th. March, 1st and 3rd. April 1936.

No unanimity of opinion - Divided views submitted to the Senior Surgeon.

4th. Meeting 30th. May 1936.

(a) Suggestion to send the Secretary to learn work in the Secretariat.
(b) Re. Washing of Linen of the Vanivilas Hospital.

(c) Asking for Staff to the Vanivilas Hospital.

(d) Asking for Sanitary Inspector.

5th. Meeting 30th. June 1936.

One Member Absent.

6th. Meeting 20th. July 1936.

(a) Point of proceedure raised.
(b) fixed day of monthly meetings.
(c) Petition from Milk Contractor.
(d) Resolved minutes must be shown to members before submitting to the Senior Surgeon.
(f) To discuss subjects of common interest - postponed by President.

7th. Meetings 17th. August 1936.

(a) Subject (f) of last meeting - postponed by the President for a special meeting.

H. B. Allingham

D.O. No. 73-1

Bangalore.
Dated 2.9.36

Dear Dr. B.K.Narayana Rao,

In continuation of my Memo, I have received the following information from Lieut. Col. M.M.Cruickshnk, I.M.S. Superintendent General Hospital Madras in reply to my Queries:-

		Answers from Lieut. Col. M.M.Cruickshank.
1.	Is the Lay Secretary to be in charge of all Govt. Hospitals in Madras ?	Not known.
2.	Is he, being in charge of all Hospitals, to be subordinate only to the Superintendent General Hospital, Madras ?	He will be subordinate to the Superintendent of any Hospital, he works in.
3.	Is there a Board of Management for all Hospitals in Madras, formed by the Medical Offiders of all Hospitals, the Senior most Medical Officer being its President ?	No.

Yours sincerely,

LADY MEDICAL OFFICER,
Vani Vilas Hospital,
Bangalore.

To,
Dr. B.K.Narayana Rao, B.A., M.B.C.M.,M.R.C.S.,D.P.H.D.O.
Superintendent,
Minto Ophthalmic Hospital,
Bangalore.

MPN.

Proceedings of the meeting of the Board of Management of the Victoria, Vani Vilas and Minto Ophthalmic Hospitals, held at 4-30 P.M. on 17-8-36, at the Minto Ophthalmic Hospital, Bangalore.

Present

(1) Dr.B.K.Narayana Rao, B.A.,M.B.C.M.,M.R.C.S.,D.P.H.,D.O.

President.

(2) Dr.B. Nanjappa, M.B.C.M.,

Member.

(3) Dr (Miss) M.C.Albuquerque,L.R.C.P.,M.R.C.S.,L.M.,

Member.

1) Read and recorded the proceedings of the meeting held on 20-7-36.

At the suggestion of the Medical Officers of the Vani Vilas and Victoria Hospitals, the subject suggested by the Medical Officer of the Victoria Hospital, was first taken up for consideration in preference to the first subject on the agenda.

By the Medical Officer, Victoria Hospital:-

(1) Discussion about the nature of subjects of common interest to the three Hospitals and which are to come within the Board's perview and the Secretary's responsibilities as the Executive Officer of the different Hospitals.

After some informal discussion, it was resolved that the subject may be postponed for a special meeting to be held on or about the 27th of this month with a request that the Medical Officer, Victoria Hospital, will furnish a memo of alterations to the existing Government orders that he considers desirable.

Subject No. (1) Desirability of investing the Secretary with disciplinary control over the contractors.

At the request of the Medical Officers of the Victoria and Vani Vilas Hospitals, it was resolved that this subject be postponed for the ordinary monthly meeting in September as they are of opinion that it is undesirable to discuss the question without having a clear idea of the duties and powers of the Secretary.

By the Medical Officer, Vani Vilas Hospital:-

As per Government Order No.G.C.262-2 dated 17-6-36, a slight alteration of a para which originally was not intended to be included in the Government Order No.G.6079-80/Med 92-35-7, dated 1st February 36.

This subject was with-drawn as the Lady Medical Officer considers

that the matter of this proposition is embraced by the resolution of the Medical Officer, Victoria Hospital.

(2) As the three members of the Board are interested parties, to request the Government to appoint a fourth member, preferably a non-Medical man.

The Lady Medical Officer wishes this proposition to be postponed without discussion for the special meeting of the Board.

Sd. B.K. Narayana Rao.

PRESIDENT.

" C O P Y "

B.K. Narayana Rao — 24/8

PRESIDENT.

Proceedings of the meeting of the Board of Management of the Victoria, Minto and Vani Vilas Hospitals, held at 4-30 P.M. on 20-7-36, in the Victoria Hospital, Bangalore.

Present : -

(1) Dr. B.K. Narayana Rao,B.A.,M.B.C.M.,M.R.C.S.,D.P.H.,D.O.
President.

(2) Dr. B. Nanjappa, M.B.C.M.,
Member.

(3) Dr (Miss) M.C. Albuquerque,L.R.C.P.,M.R.C.S.,L.M.,
Member.

At the outset, the Medical Officer, Vani Vilas Hospital raised a point of procedure stating that no subject can be taken up for consideration in the meeting unless it was duly proposed and seconded. The President and the Medical Officer, Victoria Hospital are of opinion that no seconding is necessary before any proposition is taken up for consideration in a committee of three. The Medical Officer, Vani Vilas Hospital thinks that seconding is necessary for every proposition in view of the instructions conveyed by Government to conduct meetings in a business-like manner.

Proposed by the Medical Officer, Minto Ophthalmic Hospital.

(1) That the ordinary monthly meetings of the Board be held at 4-30 P.M. on every third Monday of the month in the three Hospitals by rotation ~~xxyxexhangx~~

Resolved that the usual monthly meetings of the Board be ordinarily held on the third Monday of every month at 4-30 P.M. in the three Hospital by rotation.

(2) Representation of the Secretary about the urgent need for one more servant.

Resolved that this subject may be brought up again at the next meeting of the Board.

(3) Petition from the milk Contractor about some of his difficulties regarding milk supply.

Read the petition from the milk contractor and resolved that he

may be informed that his request for supplying cold-storage milk cannot be accepted and that he should bring the cows to the Hospital premises for milking according to the terms of the contract.

N.B. Subject No.1 proposed by Medical Officer, Victoria Hospital was taken up for consideration prior to subject No.4 proposed by the Medical Officer, Minto Ophthalmic Hospital at the request of the Medical Officers of the Victoria and Vani Vilas Hospitals.

Proposed by the Medical Officer, Victoria Hospital.

(5) That the Secretary be directly responsible to the Medical Officer of each Hospital in matters concerning that particular Hospital.

The President suggested that the following words namely " when they are not the concern of the whole Board according to standing Orders " be added on to the proposition to make matters more explicit and less ambigious. The Medical Officers of the Victoria and Vani Vilas Hospitals were not agreeable to the ~~x~~ amendment as the existing orders were sufficiently explicit.

Resolved that the proposition of the Medical Officer, Victoria Hospital, be approved.

(4) Desirability of investing the Secretary with some disciplinary control over the contractors : -

Considered the question and resolved that the subject may be post-poned for the present.

Proposed by the Medical Officer, Victoria Hospital.

(6) That the nature of subjects to be referred to and discussed by the Board be considered.

Resolved that the Medical Officer of the Victoria Hospital be requested to make a statement of such subjects which are of common interest$ to the three Hospitals as enunciated in Government Order No. G.O.No.G.6079-80/Med.92-35-7 dated 1st February 1936, and that the Subject may be taken up at a subsequent meeting of the Board.

Proposed by the Medical Officer, Victoria Hospital.

(7) The proceedings of the meeting should be submitted to the Senior Surgeon only after they are confirmed by the members of the Board.

Resolved that the copies of the proceedings be sent to all the Medical Officers and that if no communication is received regarding the accuracy of the proceedings within three days from the date of issue, they may be deemed as confirmed and a copy of the same submitted

to the Senior Surgeon.

Proposed by the Medical Officer, Victoria Hospital.

(8) All correspondence between the Senior Surgeon and the President of the Board which pertains to the Board should be placed before it.

Resolved that the proposition be carried.

Sd. B.K. Narayana Rao.

PRESIDENT.

" C O P Y "

B.K. Narayana Rao
27/7

PRESIDENT.

The Agenda for the monthly meeting of the Board of Management of the Victoria, Vani Vilas & Minto Ophthalmic Hospitals, which will be held on Monday the 17th. instant at 4-30 P.M. in the Minto Ophthalmic Hospital, Bangalore.

Subjects deferred for future consideration in the last meeting:-

1. Desirability of investing the Secretary with disciplinary control over the Contractors.

By the Medical Officer, Victoria Hospital.

1. Discussion about the nature of subjects of common interest to the three Hospitals and which are to come within the Board's perview and the Secretary's responsibilities as the Executive Officer of the different Hospitals.

By the Medical Officer, Vani Vilas Hospital.

1. As per Government Order No.G.10203/Med.92-36-14 dated 16-6-36, confidential D.O.No.G.C.262-2 dated 17-6-36, a slight alteration of Para which originally was not intended to be included in the Government order No.G.6079-80/Med.92-35-7 dated 1st.February 1936.

2. ~~The~~ As the three members of the Board are interested parties, to request the Government to appoint a fourth member, preferably a non-medical man.

Sd. H.N . Pallegar,

Secretary,
Victoria, Minto & Vani Vilas Hospls
Bangalore.

" C O P Y "

Ramanjaneya Rao - 24/8

P R E S I D E N T.

Bangalore City,

No. 9-11. Dated 17th July 1936.

Dear Sir/Madam,

As per instructions of the Medical Officer of the Victoria Hospital and the Medical Officer of the Vani Vilas Hospital, the following modified agenda has been issued for the meeting of the Board on Monday the 20th at 4-30 P.M.

Yours Sincerely,

Sd. H.N. Pallegar.

S E C R E T A R Y.

M O D I F I E D A G E N D A.

By the President ;

1. Advisability of tentatively fixing a particular day of the month for the ordinary monthly meetings of the Board.
2. Representation of the Secretary about the urgent need for one more servant.
3. Petition from the Milk Contractor about some of his difficulties regarding milk supply.
4. Desirability of investing the Secretary with some desciplinary power over the contractors.

~~Six~~

By the Medical Officer, Victoria Hospital : -

1. Relationship of the Secretary to the individual Medical Officers.
2. The nature of the subjects to be referred to and discussed by the Board.
3. The proceedings of the meeting should be submitted to the Senior Surgeon only after they are confirmed by the Board.
4. All the correspondence between the Senior Surgeon and the President of the Board which pertains to the Board should be placed before it.

" C O P Y "

PRESIDENT,
BOARD OF MANAGEMENT OF HOSPITALS,
BANGALORE.

No. 9-11

Bangalore City,
Dated 15th July 1936.

Dear Sir/Madam,

As suggested by the Medical Officers of the Victoria and Vani Vilas Hospitals, the monthly meetings of the Board of Management will be held in the Victoria Hospital at 4-30 P.M. on Monday the 20th instant. I request you to kindly make it convenient to attend the meeting.

Yours Sincerely,

Sd. H.N. Pallegar.

SECRETARY.

A G E N D A.

By the President ;-

1. Advisability of tentatively fixing a particular day of the month for the ordinary monthly meetings of the Board.
2. Representation of the Secretary about the urgent need for one more servant.
3. Petition from the milk contractor about some of his difficulties regarding Milk supply.
4. Desirability of investing the Secretary with some desciplinary power over the contractors.

~~Exxx Anyx ther~~

By the Medical Officer, Victoria Hospital:-

5. Relationship of the Secretary to the indivmdual Medical Officers.
6. The nature of the subjects to be referred to and discussed by the Board.
7. The desirability of having fewer meetings of the Board, i,e, once in two or three months.

By the Medical Officer, Vani Vilas Hospital : -

8. The proceedings of the meeting should be submitted to the Senior Surgeon only after they are confirmed by the Board.
9. All the correspondence between the Senior Surgeon and the President of the Board which pertains to the Board should be placed before it.

- - - -

" C O P Y "

PRESIDENT,
BOARD OF MANAGEMENT OF HOSPITALS,
BANGALORE.

Bangalore City,

No. 6-8 Dated the 13/15th July 1935.

Dear Sir/Madam,

A meeting of the Board of Management of the Hospitals will be held on Monady the 20th. of July at the Minto Ophthalmic Hospital at 4-30 P.M. Kindly make it convenient to be present.

If any change of date, time and place is desired, please send your suggestions. Also please send your additions to the agenda, if any.

Yours Sincerely,

Sd. H.N. Pallegar.

S E C R E T A R Y,
Victoria, Minto & Vani Vilas Hospitals,
Bangalore.

A G E N D A.

1. Advisability of tentatively fixing a particular day of the month for the ordinary monthly meetings of the Board.
2. Representation of the Secretary about the urgent need for one more servant.
3. Petition from the Milk Contractor about some of his difficulties regarding milk supply.
4. Desirability of investing the Secretary with some desciplinary power over the contractors.

" C O P Y "

PRESIDENT,
BOARD OF MANAGEMENT OF HOSPITALS,
BANGALORE.

E. Building and premises–

1. Annual repairs and petty periodical repairs.
2. Staff quarters.

F. Sanitation–

1. Drains and sewers.
2. Incinerators.
3. Disinfection of clothes.
4. Mortuary.

G. Records, Accounts and Cash–

1. Preparation of salary and allowance bills and disbursements.
2. Service Registers.
3. Stock registers of furniture, crockery, etc.
4. Correspondence registers.
5. Hospital dues, their recovery and remittance to the Treasury.
6. Money registers.

The Secretary will be in direct executive charge of all the duties above mentioned and will deal with bills and accounts directly with the authorities concerned. In matters of discipline, staff and policy, he is directly subordinate to the President of the Board.

The Secretary will act according to and in the spirit of the decisions of the Board,–such of the decisions as require approval of the higher authorities being acted upon after such approval is obtained by the President.

The following staff will work under the Secretary's control:

1. All cooks and kitchen servants.
2. Dhobies.
3. Electrician.
4. Stewards.
5. Accountants.
6. Some clerks.
7. A few peons and sweepers.

B

The following items will be within each Hospital's control and will not be subject to a common authority:–

1. Discipline and control of all nursing staff.
2. Discipline and control of all menial staff–not specifically mentioned as under the Secretary's control.
3. All professional work and control and transfer of all professional staff.
4. All professional correspondence (certificates, correspondence w ith patient's friends, with other outside or inside authorities.

Extract from letter No, 489 dated the 15th January 1936 from the Superintendent, Minto Ophthalmic Hospital, Bangalore, to the Senior Surgeon.

x x x x x x

A

1 A Board of management will be created for the three hospitals, the Medical Officers in charge of the three institutions ~~concerned~~ will form~~ing~~ its members.

2 The Senior most Medical Officer of the three will be ex-officio President of the Board.

3 The Board will meet ordinarily not less than once a month and also whenever convened by the President.

4 There shall be a Secretary to the hospitals who will be Secretary to the Board.

5 At the meetings of the Board, all questions relating to matters of common interest which are within the Boards purview will be discussed and decisions come to – which will be recorded in a Minute Book by the Secretary.

6 The Board will deal with the following, the Secretary being the Executive Officer directly responsible for the carrying out of the Boards decisions.

A. Dieting–

1. Notifications and tenders.
2. Contractors, stores, indents and supplies.
3. Receipt of diet articles, cooking and distribution of food.
4. Supervision of milking.
5. Maintenance of diet registers, accounts, bills and payments.
6. Coolies and other kitchen servants.
7. Buying and maintaining in good repair all kitchen utensils, crockery, etc.

N.B.–All food supplies will be daily inspected by one of the three Resident Medical Officers by rotation every nonth.

B. Linen–

1 Dhobies and other laundry servants.
2. Laundering.
3. Tenders for and supplies of hospitals and servant's linen.

N.B.–Linen of each hospital will be separate and under the control of the Matron and the Linen Clerk of each Institution.

C. Lighting and Electric Power–

1. Indenting for and maintaining stock of electric bulbs, and other materials.
2. Electric bulbs and accounts, correspondence, repairs
3. Telephones and heaters.
4. Electrician.

D. Furniture–

1. Maintenance of stock and repairs.
2. Tenders and bills.

To be deleted

To be deleted

The following staff will be directly under the Secy's control.

To be deleted

Modifications suggested.

The Board will meet.
(1) at the time of the Annual tenders
(2) whenever called upon by the Senior Surgeon to do so, to consider and advise upon any subject of common interest to the 3 Institutions
It will be open to each Medical Officer to submit a proposal to the Sr Surgeon to call for a meeting of the Board whenever the Medical Officer considers such meeting is needed

The Secretary will deal with the following under the orders of the Medical Officer of the Institution concerned.